



Digital Transformation as service. Creating a digital transformation service through an Advertising company to enable businesses to move towards the digital era

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SCHOOL OF SCIENCE & TECHNOLOGY

A thesis submitted for the degree of

Master of Science (MSc) in e-Business and Digital Marketing

December 2019

THESSALONIKI – GREECE



INTERNATIONAL
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Abstract

This dissertation was written as part of the Master's in e-Business and Digital Marketing at the International Hellenic University. The dissertation attempts to explore the possibility of a Digital Agency offering digital transformation as a service. Companies, nowadays, struggle to keep up with the disruptive technological changes while at the same time the need for digital transformation is rising faster than ever. The following research was completed in collaboration with a Digital Agency in Greece. The finding of the paper concerns the efforts and activities of the company to provide clients a digital transformation service.

I would like to express my gratitude to my Supervisor Professor Ioannis Magnisalis who was always willing to support and advise me, giving me the directions needed to complete this dissertation. I thank also, the members of the Digital Agency for the collaboration and help they provided.

Georgios Gkoustilis

02/11/2019

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1 Introduction

1.1 Overview of digital transformation

In recent years the rise of new technologies has brought many changes to industries that were looking to innovate and achieve a competitive advantage over their competitors. Digital technologies, like mobile, big data, social networks, predictive analytics and more have enabled businesses to take initiatives in order to exploit and explore potential benefits. Furthermore, the increased demand from costumers and the increased competition due to globalization have pushed many companies to go digital either were ready or not. Digital transformation enabled digital companies like Facebook or Amazon to grown bigger and stronger while traditional companies were facing a treat since their traditional value proposition was a state (J. Reis, 2018). Recent examples indicate that many companies were unable to go through a digital transformation successfully which in some cases led to bankruptcy.

Since the early stages of digital transformation, researchers tried to analyze and propose practices on how businesses should handle the digital transformation. Clayton M. Christensen and Michael E. Raynor with the book “The Innovator’s Solution” demonstrate a way where companies can create and sustain a successful growth. They believed that a large number of innovations fail was because the responsibilities to build these innovating businesses, were given to organizations or managers whose capabilities were simple, not adequate. While many believed that the main reason for innovations fail was because the market wasn’t ready or because of a fatal technological flaw, Christensen and Raynor created a theory focusing on executives to help them create an organizational structure for their companies and select the right management team that both together will lead into building a successful business.

1.2 The infamous case of Kodak

Kodak was founded in 1880 by George Eastman while the first camera was developed in 1888. Kodak invested heavily in film since it was clear from the begging that con-

sumables were the key to success. The company grew bigger after the introduction of color photography and by 1976, Kodak had captured the majority of the market. Kodak continued to grow and produce new products, increasing its sales year by year. In 1981 new competitors started to rise while in 1986 the company introduced the first-megapixel sensor. It was clear by then, that in order to survive, Kodak had to keep innovating since competitor was using new digital technologies to produce products. By 1986 Kodak had invented over fifty products, capable of capturing or converting digital images but most of them failed because the cost of those products was too high for the consumers. Kodak's methods to cope with digital photography were inefficient and by 1993, Kodak had gone through seven restructurings while in the same year the CEO of the company was replaced in order to achieve a more digital approach, creating the Digital and Applied department. Nonetheless, Kodak continued selling film and decided to invest in the Chinese market, believing that it could be a great potential opportunity for the company. By 1997, the sales of digital cameras had dramatically overcome the sales of film cameras and by that time many new companies, most of them were Japanese electronics firms, had been founded focusing on digital photography. In 2002 Kodak decided to buy an online service company and in 2002 Kodak announced that a digital transformation strategy had been implemented while in the same year the company closed the film camera factory.

1.3 Objective of the dissertation

The dissertation is trying to explore if a digital advertising agency can provide digital transformation as a service by building the online presence of the digital agency and promoting the service mentioned above, to the public. This service offers training and education about the basic concepts of digital transformation. This way the service will enable, traditional companies to learn and implements those basic concepts to their business. The paper presents the setup of the online presence of the agency and the actions made to promote the service to specific audiences.

1.4 Structure

The first chapter of the dissertation presents an overview of Digital transformation, the case of Kodak and the objective of the dissertation. The second chapter highlights the definition of digital transformation, the way companies approach it and the first step towards digital transformation. The third chapter presents the case of the Digital Agency, the actions, and efforts made to create an online presence, and market analysis. Also, the chapter presents the results of the actions mentioned above. Finally, chapters four and five present the discussion and conclusions of the dissertation.

2 Digital Transformation

2.1 What is digital transformation?

Digital transformation holds numerous definitions that created over the years. Experts, scientists, and authors who examined digital transformation from various angles defined it differently while keeping at the same time a common ground on their definitions. Digital transformation can be described as the use of digital technologies (analytics, social media, mobile) to rapidly improve a business. (Liere-Netheler et al.2018) or as a blueprint that helps companies to integrate new technologies into their business and improve the company's operations. (Matt et al.2015). Moreover, digital transformation is described as a digital force that enables businesses to improve their operations while at the same time leads companies to create new business models (Haffke et al.2016).

Another definition describes digital transformation as *“the changes and transformations that are built on a foundation of digital technologies”* (Nwankpa and Roumani.2016). Those transformations and changes may involve social media platforms, big data, cloud computing, mobile phones or analytics. Businesses are constantly trying to transform and evolve their business by using the digital technologies mentioned above to enhance their operations and processes and to achieve fundamental changes and improvements in value creation.

Clohessy defines digital transformation as the changes it brings to businesses' models. Those changes lead businesses to reshape the organizational structure of the company, the operations, and processes. (Clohessy et al.2017)

Digital transformation can be seen by many as the impact of IT on a company which means that it is the alignment of business and IT. (Li et al. 2017). In specific, digital transformation has a disruptive impact on the organizational structure of a company, the information flow, and routines.

Also, digital transformation is depicted as “an evolutionary process” (Morakanyane et al. 2017). This process will enable new digital capabilities for business, reshape the business models and the operational processes while at the same time will create value and enhance the customer experience.

Finally, according to Andriole, digital transformation is not just a supply chain improvement project or a software upgrade but a disruptive shock to a functioning system (Andriole. 2017)

2.2 Digital transformation Challenges

Nowadays, digital transformation is considered a social phenomenon and for businesses, a cultural evolution. This evolution brings numerous challenges that businesses must tackle in order to survive. This means that companies in many cases must adapt by either creating a new business model or changing the one that already have. Digital transformation can affect various parts of a company such as the organizational structure, the culture, the ethics, and the workplace.

Businesses, nowadays, are struggling to address customer needs. Those needs are constantly becoming more and more demanding. Companies that have the capabilities and knowledge to address those needs have a competitive advantage over companies who have to reshape their business models or products according to consumer trends. Usually, the first step towards a digital transformation that companies do, is by transforming a reshaping the marketing department. This transformation is highly connected with internet and social network technologies and it's the best solution for companies to address or identify the customer needs. By transforming the marketing department, companies usually proceed by implementing CRM (Customer Relationship Management) systems to better analyze their customers. (Emily Henriette. 2016)

However, digital transformation can bring internal challenges in a company, meaning the collaborations between employees. A digital transformation implies the use of new technologies by the employees of the company, which in many cases, employees might have difficulties adapting to those new technologies since they have to change the way they use to work. Some of the new technologies can be collaborative technologies that reshape a company's workplace or remote working technologies. Collaborative platforms offer many benefits to a company, but it might be harmful if employees find it difficult to adapt fast and efficiently. One of the first examples of internal digitization is the implementation of ERP (Employee Relationship Management) systems that utterly transformed the human resources department of businesses. (Emily Henriette. 2016)

The digitization of companies created new labor needs and companies find themselves in a difficult position, covering those needs. New technologies require certain expertise from employees which in many cases is hard to find.

2.3 Statistics and Insights of digital transformation studies

Digital transformation is creating an increasing amount of challenges that businesses must face. In March of 2019, a survey held on in the UK asking retailers about the digital transformation challenges. The retailers were focusing on the sector of general merchandise, electricals, health and beauty, fashion, entertainment, department stores, sports, and leisure. The majority answered that the lack of digital skills internally is the biggest challenge they must face. While the second is the lack of cultural adoption of the digital transformation strategy, followed by the unawareness of training prioritization.

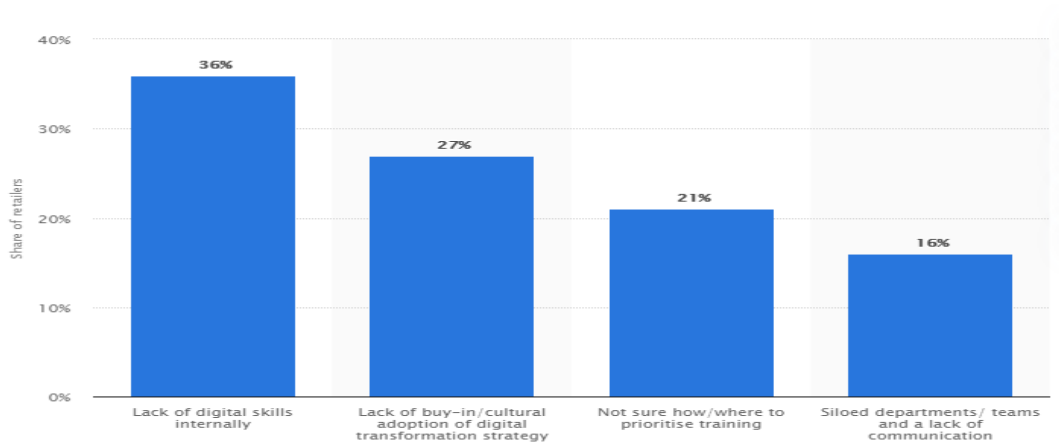


Image 2: Retailers who agree that the need for digital transformation increased in the last three years, by country

In 2017 a worldwide survey conducted focusing on the digital transformation status in organizations. The survey was asking the participants to answer, “Which of the following best describes the status of your organization's digital transformation strategy?”.

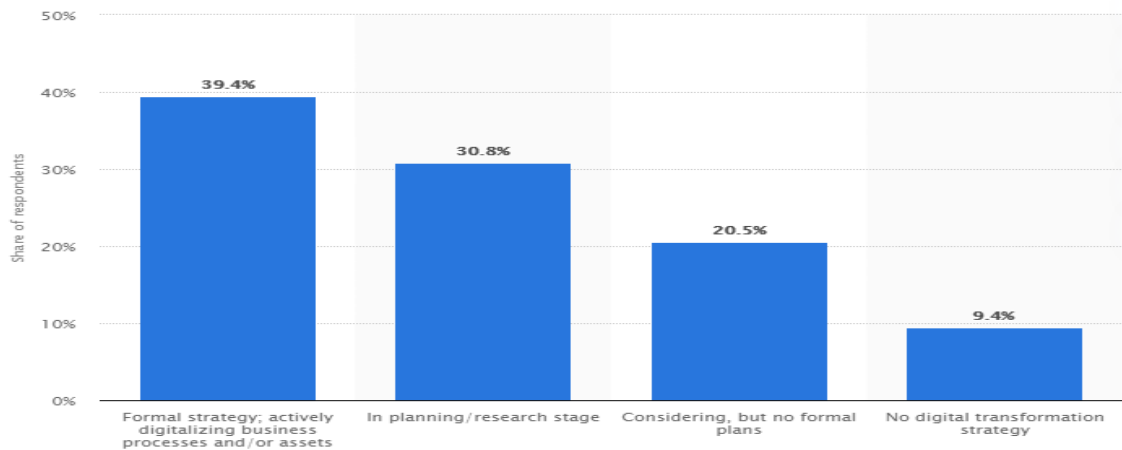


Image 3: Digital transformation status in organizations worldwide as of 2017

From the 907 respondents, the majority is actively digitalizing the business processes. While 30% of the respondents are planning a digital transformation, there is a 9% that has no digital transformation strategy.

Besides digital transformation strategies, companies also have key objectives in their digital business strategy that wish to achieve. According to the responses of a world-wide survey conducted in 2019, most companies identify the customer experience as the key objective of their digital transformation. There are also, a considerable amount of companies focusing on process automation while some companies believe that the key objective of their digital transformation is to drive new revenue.

Image 4: Key objectives of digital business strategy in organizations worldwide as of 2019

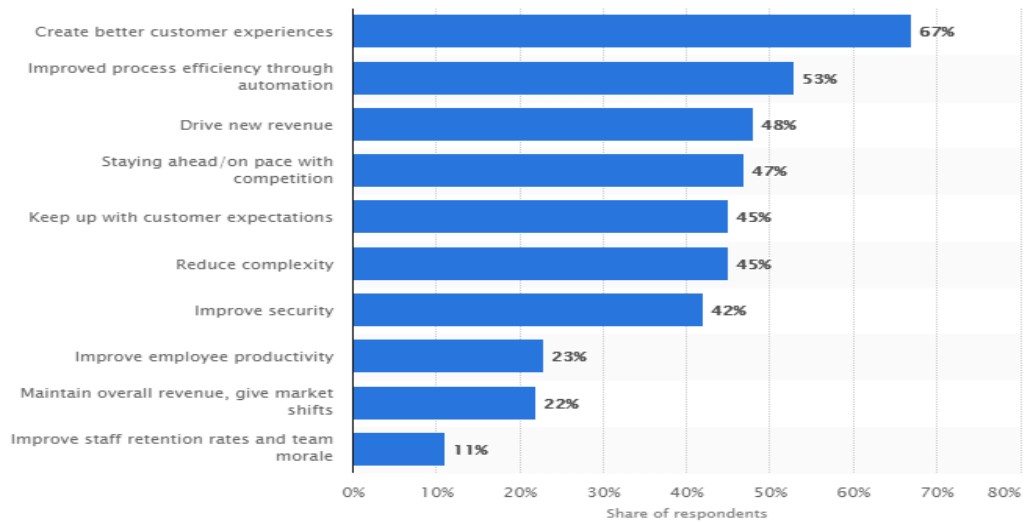


Image 4: Key objectives of digital business strategy in organizations worldwide as of 2019

By observing the image above (image 4), it is clear that there is no dominant key objective of digital business strategy and all answers are relatively close in presentence.

Another interesting statistic to better understand the importance of digital transformation in business is a survey carried out in Europe in 2019. The survey is trying to identify the top digital in-store technologies, retailers are using.

	Already rolled out	Likely to roll out in the next year	Currently trialling	Likely to trial in the next year	Not interested in
Interactive digital signage (e.g. screens, kiosks)	78%	17%	5%	0%	0%
Mobile app customer offers	75%	18%	5%	1%	1%
Location-based marketing	66%	18%	16%	0%	0%
In-store analytics	52%	37%	8%	6%	0%
Invisible payments (such as at the Amazon Go store)	45%	29%	20%	6%	0%
Digital tools to assist store associate services (e.g. tablets)	44%	34%	17%	5%	0%
In-store navigation on mobile app	39%	32%	17%	4%	8%
Smart-fitting rooms/mirrors	34%	17%	24%	8%	17%
Self-service checkout	33%	31%	24%	6%	6%
Augmented reality	19%	22%	30%	23%	6%
Virtual reality	11%	19%	34%	29%	7%

Image 5: Share of digital in-store technologies retailers are using in Europe in 2019

2.4 The first step to digitization: Marketing transformation

As mentioned above, companies who want to transform their business usually start by transforming the marketing department first. This transformation slowly created digital marketing. Digital marketing, as it is described by the *Financial Times*, is the use of digital technologies on the Internet in order to promote products and services to users. The reason that digital marketing is often approached first by companies, is because it uses digital technologies on the Internet, like apps or social media, which are also used by the consumers or the employees of the company, making it this way, easier to implement. Digital marketing is using systems based on the internet and through digital networks is trying to create, transit and accelerate product value to the consumer (Heikki, 2015). Some of the methods of digital marketing are:

- Search Engine Optimization (SEO)
- Content Marketing
- Influencer Marketing
- Content Automation
- Campaign Marketing
- Data-driven Marketing
- E-commerce marketing
- Social Media Marketing
- Social Media optimization
- E-mail direct marketing
- Display Advertising

2.5 Google Analytics and Decision Making

Google Analytics is a web analytics tool that enables users to track their website traffics with reports. Google Analytics is usually integrated with Google ads so users can have a better understanding of their online campaigns by tracking conversions(goals) and landing pages on their website. Google Analytics offers dashboard-type data to the user so better analyze and understand the performance of their website (Google Develop-

ers.2017). Some of the characteristics of Google Analytics are the referrers that monitor where visitors came from, sessions, the average time spent on the website or on a specific page, bounce rate, which monitors how fast a user left the website after entering. Also, it can capture the devices, users used to access the website or the keywords that a user typed on google search to find the website. Furthermore, user can track sales activities through e-commerce reporting, or their revenue, site's transactions and other metrics (Cerebro Marketing 2016) Also, google analytics can track the demographics of visitors, which means that companies can get insights about the visitors' age, gender or location to better optimize their advertisements. Finally, google analytics is using page tags, better known as google analytics tracking code. This code is a snippet of JavaScript and it is embedded to every page of a website.

Finally, google analytics offers insights that can enhance a company's performance. Demographics can help a company to adjust the campaign according to target audiences, website and page monitoring can enable the company to improve its website and the visitor experience while e-commerce reporting can lower the costs by better allocating the budgets (Google Developers.2017). Overall, the use of google analytics or analytics, in general, can improve the decision making of a company.

3 The case of the Digital Agency

3.1 The digital advertising agency

The digital advertising agency named Digio was operating in Greece for years without an online presence, offering on e-shop and website development, e-learning platforms development, and Facebook/google ads. The fact that Digio was operating without a digital presence gave to this dissertation, the opportunity to create an online presence for the company and create a digital transformation service in order to promote it and attract new clients. The purpose of the service is to attract traditional Greek companies that are trying to evolve their business, learn more about the digital era and keep up with the technological changes.

3.2 Master Thesis Student Responsibilities

The Master Thesis student had to work closely with the company member and attend several meetings in order to create the online presence of the company. The key responsibilities and tasks were:

- Website development
- Social media management
- Market Research
- Content creation
- Blogging
- Google Analytics monitoring
- Google Ads creation
- Facebook ads creation

3.3 Setting up the online presence of Digio

Before starting to set up the online presence of Digio a competitor analysis was made focusing on e-shop/website services, digital marketing services, e-learning development services and hosting services for e-shops and websites.

3.3.1 Competitor Analysis on e-Shop/website & Digital Marketing Services

To find the best companies providing website development we used google search. We thought that companies who know how to promote their business through the web and appear in the top results of google searches are possible to provide the best services too.

The keywords used for the companies below are “Website development in Thessaloniki” “Website Thessaloniki” meaning that the companies mentioned below are based and operating in Thessaloniki.

	Companies	Websites	eShops	Apps	SEO	Digital Mrk (+ads)	Social Media	Graphic D. & Video
1	Digital Challenge	True	True	True	True	True	False	False
2	owlTech	True	True	True	False	False	True	True
3	toastedweb	True	True	True	False	True	True	False
4	Cylicom	True	True	False	False	True	False	False
5	Cactus	True	True	False	True	False	False	False
6	Its4you	True	True	True	False	False	False	False
7	Webthess	True	True	False	False	False	False	False
8	SmartWebDesign	True	True	False	False	False	True	False
9	SevenLoft	True	True	True	True	True	True	False
10	EPROM	True	True	True	True	True	True	True
11	BNS PRO	True	True	True	True	True	True	False
12	Infocus	True	True	False	False	False	False	False
13	webik	True	True	False	True	True	False	False
14	Thesswebsite	True	True	False	True	False	True	False
15	MONDO	True	True	False	True	True	True	False
16	geodi	True	True	False	True	True	False	False
17	netart	True	True	False	True	True	True	True
18	rooftop	True	True	True	False	False	True	True
19	InYourCity	True	True	False	True	False	True	True

20	Smartmoves	True	True	True	True	True	True	True
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Table 1: Competitor Analysis on e-Shop/website & Digital Marketing Services

Other Services

- Training
- Consulting
- Brand Marketing
- Website for people with disabilities WCAG 2.0 AA
- E-Mail Marketing
- ERP
- Web Radio
- Technical support
- Affiliate Marketing
- Seminar (for Digital Marketing)
- GDPR

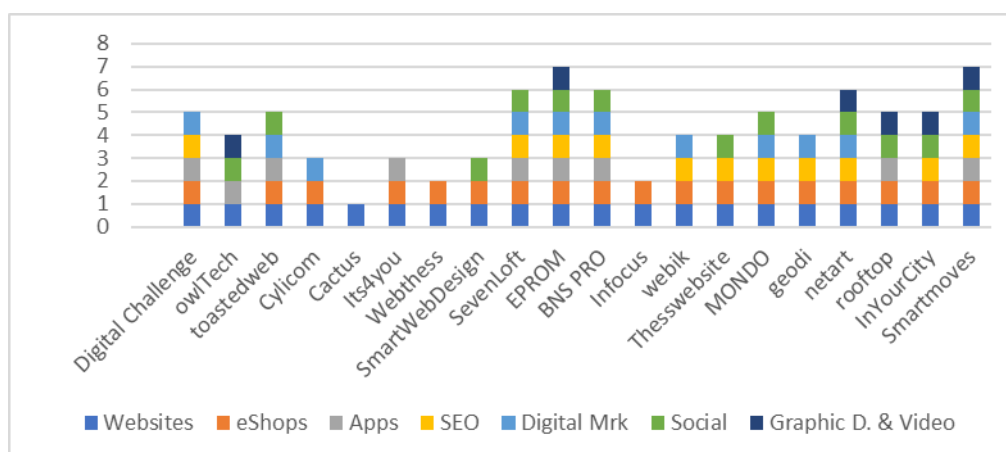


Figure 1: Competitor Analysis e-shop/website & Digital Marketing Services

According to Table 1, the digital agencies mentioned above are covering a vast variety of services. Two small gaps are visible. The first is the app's development and the second one is the graphic design and video.

3.3.2 Pricing of e-Shop/website & Digital Marketing Services

From the twenty companies that were analyzed only three had visible pricing of packages on their website while for the rest, you had to get in touch with the company in or-

der to get an offer and learn more about the prices. The three companies are MONDO, infocus and owlTech as mentioned below.

MONDO			
ΣΧΕΤΙΚΑ ΜΕ ΕΜΑΣ ΥΠΗΡΕΣΙΕΣ ΤΙΜΕΣ PORTFOLIO ΕΠΙΚΟΙΝΩΝΙΑ			
SIMPLE	ΒΑΣΙΚΟ	STANDARD	E-SHOP
€250 <small>€290</small>	€490	€790 <small>€990</small>	€1450 <small>€1800</small>
Σελίδα παρουσίασης επιχείρησης	Δυναμική (WordPress)	Δυναμική (WordPress)	Δυναμική (WordPress)
HTML/ CSS / JS στατική	1 ώρα τεχνική υποστήριξη	10 ώρες υποστήριξη για το 1ο έτος	10 ώρες τεχνική Υποστήριξη
Minimal ONE PAGE σχεδίαση	Δωρεάν θέμα	Premium θέμα	Premium θέμα
Σε 3 μέρες έτοιμο!	1 ώρα εκπαίδευση	2 ώρες εκπαίδευση	4 ώρες εκπαίδευση
Γρήγορη φόρτωση	Πλήρης ιδιοκτησία	Πλήρης ιδιοκτησία	Πλήρης ιδιοκτησία
Responsive σχεδίαση	Responsive σχεδίαση	Responsive σχεδίαση	Responsive σχεδίαση
Δωρεάν πιστοποιητικό SSL	Δωρεάν πιστοποιητικό SSL	Δωρεάν πιστοποιητικό SSL	Δωρεάν πιστοποιητικό SSL
Πλήρης ιδιοκτησία/Αυτονομία	Απεριόριστες σελίδες/κατηγορίες	Απεριόριστες σελίδες/κατηγορίες	Απεριόριστα προϊόντα & κατηγορ.
E-mail info@tositemou.gr	Απεριόριστα e-mails	Απεριόριστα e-mails	Απεριόριστα e-mails
ΕΠΙΚΟΙΝΩΝΙΑ	ΕΠΙΚΟΙΝΩΝΙΑ	ΕΠΙΚΟΙΝΩΝΙΑ	ΕΠΙΚΟΙΝΩΝΙΑ

Figure 2: MONDO company pricing packages




Η ΕΤΑΙΡΕΙΑ ΚΑΤΑΣΚΕΥΗ ESHOP ΚΑΤΑΣΚΕΥΗ ΙΣΤΟΣΕΛΙΔΩΝ ΥΠΗΡΕΣΙΕΣ ΠΕΛΑΤΟΛΟΓΙΟ ΕΠΙΚΟΙΝΩΝΙΑ

ΕΚΔΟΣΕΙΣ ESHOP

Έχουμε δημιουργήσει 3 εκδόσεις, ώστε να επιλέξετε αυτή που ταιριάζει στις δικές σας ανάγκες.

Όλες οι εκδόσεις περιλαμβάνουν:

- ✓ ΑΠΕΡΙΟΡΙΣΤΟ ΑΡΙΘΜΟ ΠΡΟΪΟΝΤΩΝ
- ✓ ΦΙΛΙΚΟ ΣΕ ΚΙΝΗΤΑ (Responsive)
- ✓ 2 ΓΛΩΣΣΕΣ (Ελληνικά - Αγγλικά)
- ✓ ΠΑΡΑΓΕΛΙΑ ΧΩΡΙΣ ΥΠΟΧΡΕΩΤΙΚΗ ΕΓΓΡΑΦΗ
- ✓ ΒΕΛΤΙΣΤΟΠΟΙΗΣΗ ΚΩΔΙΚΑ (Google PageSpeed)
- ✓ ΦΟΡΤΩΜΑ ΑΝΑ ΣΕΛΙΔΑ ΚΑΤΩ ΑΠΟ 3"


 Κατεβάστε εδώ τα ΤΕΧΝΙΚΑ ΧΑΡΑΚΤΗΡΙΣΤΙΚΑ

Δυνατότητα Αναβάθμισης Εκδόσης πληρώνοντας μόνο τη διαφορά.
Δυνατότητα για μεμονωμένες προσθήκες λειτουργιών
Οι αναγραφόμενες τιμές ΔΕΝ περιλαμβάνουν ΦΠΑ.

SPECIAL

Οικονομική Έκδοση με Έτοιμο Στήσιμο

- » ΒΑΣΙΚΕΣ ΛΕΙΤΟΥΡΓΙΕΣ - ΕΤΟΙΜΟΣ ΣΧΕΔΙΑΣΜΟΣ
- » ΔΥΝΑΤΟΤΗΤΑ ΑΝΑΒΑΘΜΙΣΗΣ

Προσφορά μέχρι 31/05 από ~~800-€~~ **700 €**

BASIC

Βασική Έκδοση με Νέο Σχεδιασμό

- » ΒΑΣΙΚΕΣ ΛΕΙΤΟΥΡΓΙΕΣ - ΝΕΟΣ ΣΧΕΔΙΑΣΜΟΣ
- » ΔΥΝΑΤΟΤΗΤΑ ΑΝΑΒΑΘΜΙΣΗΣ

Προσφορά μέχρι 31/05 από ~~1.200-€~~ **1.000 €**

PRO

Πλήρης Έκδοση για πρόσθετες ανάγκες

- » ΒΑΣΙΚΕΣ ΛΕΙΤΟΥΡΓΙΕΣ - ΝΕΟΣ ΣΧΕΔΙΑΣΜΟΣ
- » ΠΡΟΣΘΕΤΕΣ ΛΕΙΤΟΥΡΓΙΕΣ (προεγκατεστημένες)

Προσφορά μέχρι 31/05 από ~~1.700-€~~ **1.500 €**

Figure 3: infocus company pricing packages

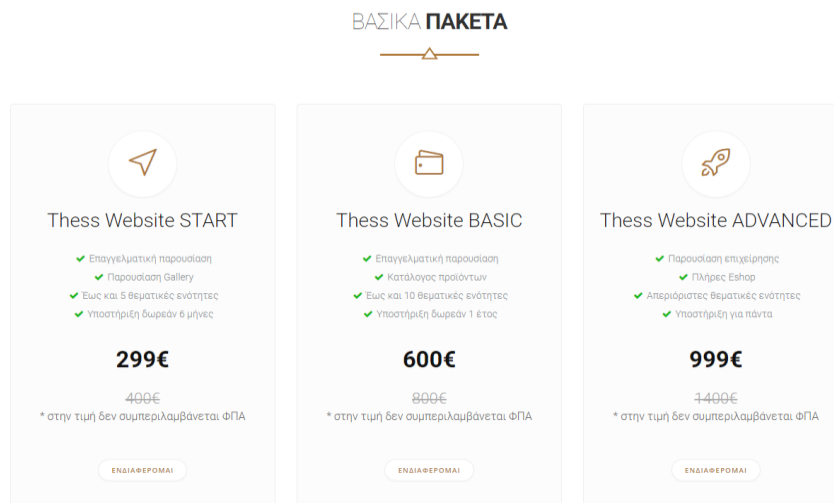


Figure 4: owltech company pricing packages

3.3.3 Competitors Analysis on e-Learning Platforms development services

Since Digio was experienced in developing e-learning platforms, a competitor analysis was made, focusing on companies that offer e-learning platform development services.

The keyword used to identify competitors in e-learning platform is “e-learning platform development in Thessaloniki or Greece”

	Companies	Comp. Status	e-Edu	Web Conf	CRM	ERP	Gamif	Advertising Related	Apps Related
1	RFC informatics	Indirect	True	True	True	True	False	True	True
2	SQLearn	Indirect	True	False	False	False	False	False	False
3	WIDE SERVICES	Indirect	True	True	False	False	True	False	False
4	Iteach.gr	Direct	True	False	False	False	False	False	False
5	Easycomtech	Direct	True	False	True	True	False	True	True

3.3.4 Competitor Analysis on Hosting Services for e-Shops

Finally, a competitor analysis was made, focusing on hosting services for e-shops.

	Comp. Name	Option 1 / Pricing	Option 2/ Pricing	Option 3/ Pricing	Option 4/ Pricing
1	papaki	20.83€	65.83€	190.83€	

2	Top.host	5.83€	9.83€	16.58€	19.95€
3	IpHost	2.56€	4.40€	6.80€	
4	multihosting	0	1.00€	2.95€	7.95€
5	pointer	1.90€	2.90€	5.90€	9.90€
6	dnhost	3.65€	7.75€	13.15€	
7	hostsun	0	1.90€	3.50€	7.90€
8	intechs	2.77€	5.55€	8.33€	
9	thewebpower	1.33€	3.00€	5.17€	6.37€
10	sigmaweb	1.90€	4.30€	9.40€	

Table 3: Competitor Analysis on Hosting Services for e-Shops

3.3.5 Pricing for hosting services

The only company worth mentioning is Papaki.gr, which is one of the most well-known companies in the field of website hosting in Greece. Apart from web-hosting, Papaki has a vast variety of other services: Semi Dedicated Hosting

- Email Hosting
- Domain registration
- Domain transfer
- Corporate Services (Domain Management)
- SSL services

The screenshot displays the Papaki.gr website's hosting services section. It features three main packages: Woo Small, Woo Medium, and Woo Large. Each package is presented in a card format with a title, a brief description, a price per month, a list of features, and a 'ΠΑΡΑΓΓΕΛΙΑ' (Order) button. The Woo Small package is priced at €20.83/month, Woo Medium at €49.17/month, and Woo Large at €140.83/month. The features listed for each package include the number of eShops, storage space, bandwidth, and the number of email accounts. Additionally, there are links to 'Αναλυτικά χαρακτηριστικά' (Detailed characteristics) for each package. The website header includes the Papaki logo and navigation links for Domains, Hosting & Email, Website & eShop, SSL, and Συνεργάτες (Partners).

Figure 5: Papaki.gr, pricing and services

3.4 Digio services

After analyzing the competitor analysis, the members of the company decided to proceed with the services mentioned below.

- Website development
- E-shop development
- Market research
- Social media management
- Digital marketing (Google ads, Facebook ads, e-mail marketing)
- ROI Analysis
- Training

Apart from the services mentioned above, Digio decided to offer a combination of services called “We make you Digital”. By using the service companies could train their staff on how to manage and administrate a website/e-shop or an account on social media. Also, they could learn metrics from google analytics and online ads to get more insights and improve their decision making. Overall, the service was offering a first step to digital transformation, especially for traditional companies, helping them to keep up with new technologies and slowly evolve their business.

After discussion and several meetings with the members of the company, they decided to exclude e-learning platforms development and hosting services to focus their efforts on marketing-oriented services so they can have better results.

3.5 Digio’s online presence

Digio’s first step towards an online presence was to develop a website. The website developed using WordPress. Also, Google Analytics was connected to the website to better monitor the daily web-traffic of the website. Through the website, visitors could learn about the services, the company, read news published on the blog or contact with the company. Moreover, a matrix of services was implemented so visitors could choose exactly the services they want and learn about the prices at the same time. Digio believed that visitors should know exactly about the pricing of the services and it is a way to attract more clients.

This matrix of services would promote the transparent and honest character of Digio to the public. Since only a few competitors' websites had a visible price on their websites, by using the matrix of services, Digio could achieve a competitive advantage over its competitors. Next to the matrix of services, visitors could fill a form, asking their question or describing the project they wish Digio to take on. Furthermore, visitors could ask for a free assessment of their online presence (if they had one), ask for suggestions and advice on how to improve their online presence and suggestions and advice on what to do next.

The image shows a screenshot of the Digio website's service matrix and contact form. The service matrix is divided into four levels (Επίπεδο 0 to 3) with various services and prices. The contact form includes fields for project description, email, phone, and a dropdown for project urgency.

Matrix προσφορά

Τα πεδία που είναι επισημασμένα με * είναι υποχρεωτικά

Πόσο επείγον είναι το project σας: *

Medium

Περιγραφή του project *

Δώστε μας και στοιχεία που θεωρείτε σημαντικά....

Πείτε μας για εσάς

Email * Τηλέφωνο

Πόλη

Ενδιαφέρομαι

Επίπεδο 0
Συμβουλευτική

Επιλογή δωρεάν υπηρεσιών

- ☒ Αξιολόγηση της online παρουσίας του πελάτη: 0 €
- ☒ Προτάσεις βελτίωσης σε μία σελίδα: 0 €
- ☒ Επόμενα βήματα: 0 €

Επίπεδο 1
Ανάλυση Αγοράς

Market analysis and Reserach*

- ☒ Basic (Keyword plan): 59 €
- ☐ Standard (+ Google Trends): 99 €
- ☐ Advanced (+ special tools): 399 €

Επίπεδο 2
Παρουσία στο διαδίκτυο

Website*

- ☒ Basic (informational): 99 €
- ☐ Standard (+ contact): 199 €
- ☐ Advanced (+ branding): 399 €

Eshop*

- ☒ Basic (no products uploaded): 999 €
- ☐ Standard (+ training): 1499 €
- ☐ Advanced (+ product upload): 3199 €

Social Media*

- ☒ Basic (FaceBook): 59 €
- ☐ Standard (+ Instagram/LinkedIn): 159 €
- ☐ Advanced (+ Business account setup): 259 €

Επίπεδο 3
Ψηφιακό marketing

Επιλέξτε ότι χρειάζεστε και στην ποσότητα που το χρειάζεστε μηνιαίως

- ☒ Google Ads: 20 €
- ☒ Facebook Ads: 30 €
- ☒ SEO: 10 €
- ☐ e-mail: 50 €
- ☐ SMS/Viber: 50 €

Ποσότητα υπηρεσιών μηνιαίως

0 10

1

Figure 6: Digio website, matrix of services

Besides, social media accounts of Digio was created to better target audiences. The accounts were created in Facebook and LinkedIn and the content was focusing on digital marketing and e-shop development.

3.6 Digio's Campaigns

To promote its services, Digio launched three campaigns using ads. Two of them was Facebook ads using Facebook's Ad Manager while one was Google ads. The target audience was men and woman, between 25-65 years old who had their own business and were operating in Greece.

The first campaign on Facebook was held on from the 28th of August until the 11th of September 2019. The objective of the campaign was to increase awareness and the web traffic of the website while the content of the ad was about the Digio's services that were mentioned above. In specific the ads had three unique parts aiming attract different visi-



Figure 6: First Facebook Campaign

tors depending on their need. The first part was focusing on Digital Marketing Strategies, the second on e-shop and website online advertising and promotion and the third, on data analysis and dashboards.

3.6.1 Facebook target audience characteristics.

As mentioned above, the company wanted to target business owners operating in Greece. The keyword used to better describe this audience was focusing on interests, behaviors and job titles.

Interests:

- Web analytics
- Content marketing
- Email marketing
- AdWords
- Keyword research
- Web traffic, AdSense
- Landing page

- Marketing strategy
- Entrepreneurship
- Social media marketing
- Promotion (marketing)
- Display advertising
- Online advertising
- Advertising
- Advertising campaign
- Advertising agency or Google Analytics

Behaviors:

- Small business owners
- Facebook Page admins
- Travel and tourism Page admins
- Retail Page admins
- Food and restaurant Page admins
- Business Page admins or Health and beauty Page admins

Job title:

- Small business
- Business
- Restaurant management
- Business Owner
- Owner/Manager/CEO
- Co-Founder and COO
- Founder
- Director
- CEO
- Owner and Founder
- Owner/Managing Director
- Owner and CEO
- Restaurant Owner
- Search Engine Optimizer (SEO) or Founder

The second campaign was on Google ads and it was held on at the same time with the Facebook ad, using a similar target audience with the same characteristics. The Google campaign had two different ad sets. The first, was focusing on Digital marketing, SEO, Analytics, Market Research, Google ads, and Facebook ads and the second, was focusing on Website promotion and advertising. Below is the list with keywords that used for the campaign. The keywords used for the campaign were in Greek but were translated from Greek to English for the purposes of the dissertation.

Keywords:

- Social network marketing
- Website online promotion
- Product online promotion
- Business advertising
- Online advertising
- Google advertising
- Website advertising
- Google ads
- Google ads prices
- Online marketing campaign
- Social media strategy
- Online ads
- Online advertising prices
- Product ads

Keywords phrases

- How to advertise my business online

3.6.2 Second Facebook ad Campaign

The second Facebook ad Campaign was held on between the 5th of November and the 15th of November 2019. The ad was using the same target audience with the first Facebook ad. The ad was about digital transformation and by clicking the linked visitors were visiting the website blog and in specific, an article about digital transformation. The article was explaining what digital transformation is, how business and business

owners can benefit from it and how to start transforming their companies. At the end of the article, a link was driving visitors to the services page of Digio's website.

3.7 Campaigns Results

The first Facebook ad reached 7.068 people and had 17.894 impressions while 219 of them clicked on the link and visited the website.

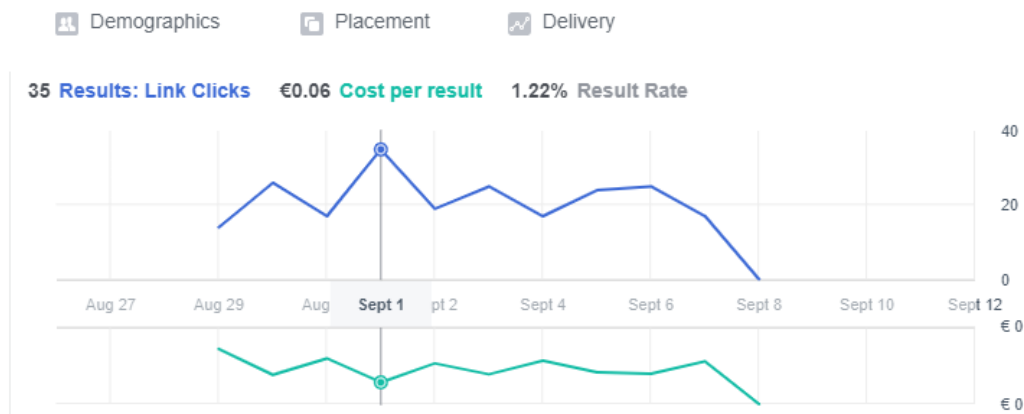


Figure 7: Results of the first Facebook ad

According to demographics, 46% of the audience was women while 54% was men.

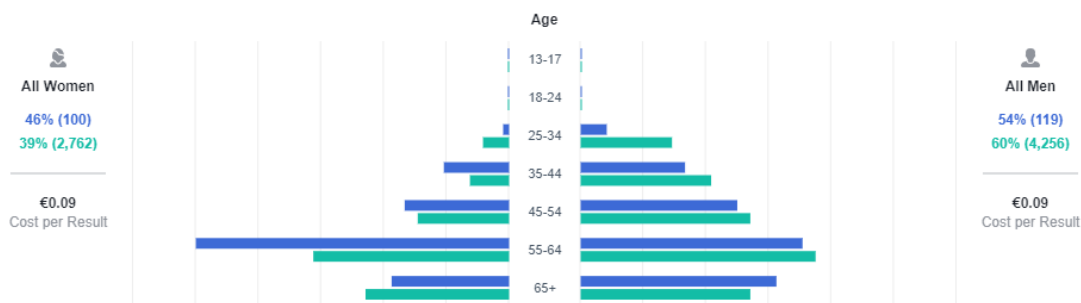


Figure 8: Demographics of first Facebook ad

The Google ads Campaign had 74 clicks and 3.900 impressions. As mentioned above, the ad had two different ad sets. The first (Digital marketing) had 1.800 impressions and 21 clicks and the second (Website/e-shop promotion) had 2.102 impressions and 53 clicks. The majority of visitors were Male between 25-34. The top 3 keywords that attract the most visitors was “social media marketing”, “website online promotion” and “online product promotion”. The devices, visitors used to see the ads and enter the website were Mobile Phones, Tablets, and Computers. While Mobile Phones had the most impressions, the majority of clicks derived from the Computer users.

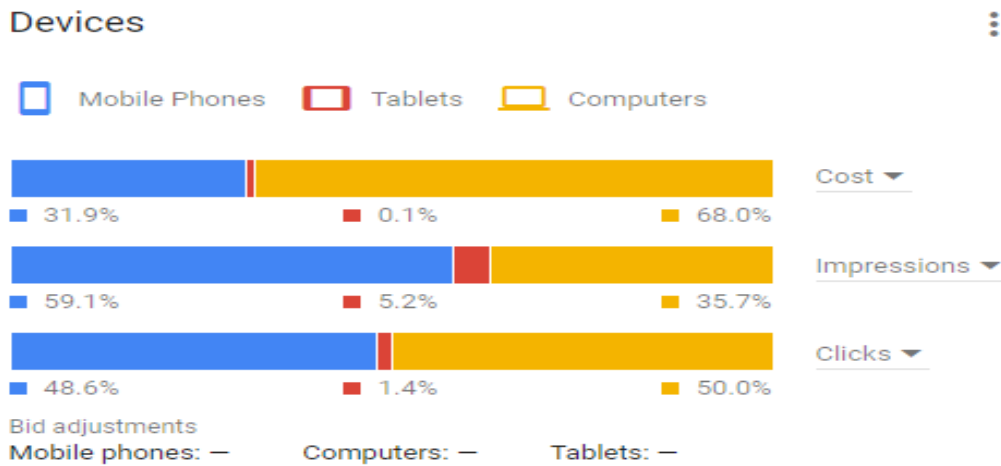
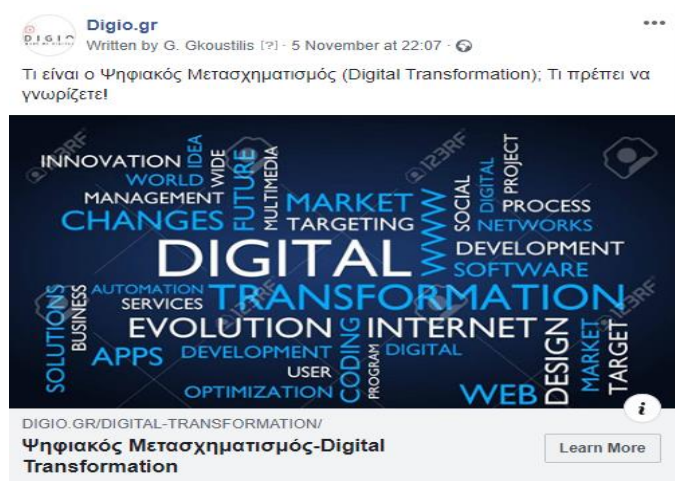


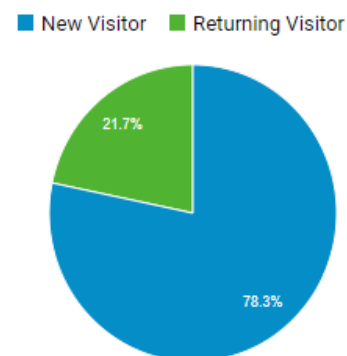
Figure 9: Google Campaign, visitor's devices

The second campaign on Facebook ads that was held on between the 5th of November and the 11th of November had reached 4.080 people and had 5.200 impressions. Furthermore, only 55 people clicked the ad and visited the website. The majority of visitors were men with 68%.



3.8 Google Analytics Results

According to analytics, the two campaigns that held on at the same time, during the end of August, depicted impressive results. Thanks to the campaigns on Google Ads and Facebook, Digio's website manages to attract 104 new users/visitors with 262 page views and a 65% bounce rate, which is reasonable for a new website. The top three pages with the most visitors were the contact information page, the pricing page, and the company info page.



The average time visitors spend on the pricing page was 10 minutes and 48 seconds which indicated that people spend time exploring the matrix of services mentioned above. Also, the pricing page had a 50% exit rate, which means that it was the last page visitors were seeing before closing the tab of the website. Also, the pricing page had a zero bounce rate. About the contact information page, the average time visitors spend was 2 minutes with an exit rate of 33%. Furthermore, the company info page had an average time spent of 1 minute and an exit rate of 10%. Overall, the two ads had as a result for Digio to acquire two new clients.

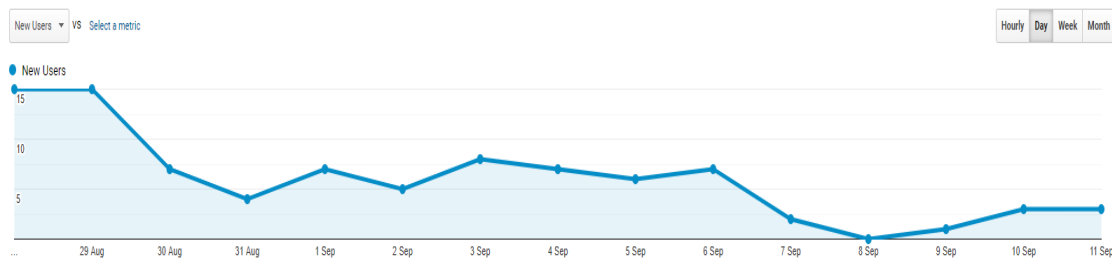


Figure 12: Results of Google ad Campaign

About the second Facebook ad that was held on during November focusing on an article about digital transformation, the average time visitors spend reading the article was 3 minutes with an average bounce rate of 50%. Also, the exit rate was 80%, which indicates that only a small group of people actually visited another page. In fact, the majority of visitors, just read the article or a part of it and they exited the website. The campaign managed to attract one client, wishing to learn more about digital transformation, new technologies and ways to evolve his business

4 Discussion

Regarding the first two campaigns on Google and Facebook, the ads managed to attract a considerable number of visitors, since the Facebook ad had more than 7.000. The fact that those ads were the first Digio ever launched was a positive result for the company because one of their goals was to raise awareness about the company and the services. About the demographics, the audience was evenly split between men 54% and women 46%, which indicates that Digio could possibly have separated ad campaigns for men and women in the future. This will enable Digio to better target those audiences with optimized ads, using the right keywords but identifying specific characteristics for each group. This also applies to the age of the audience.

Digio's belief, that the price of services should be visible through the website and in detail, was confirmed since visitors spend an average of 10 minutes and 48 seconds on the pricing page. This implies that visitors explored the matrix of services and saw how much it will cost them if they use certain services. Also, Digio received e-mails from visitors, asking further questions about the services and the company. Finally, during the campaign, the pricing page had a zero bounce-rate and an exit rate of 50% which means that visitors were very interested in this specific page.

Looking at the two ad sets of the Google ad campaign (Digital Marketing and Website/e-shop promotion), it is clear that the ad set about websites and e-shops promotion (53 clicks) had better results than the ad set about digital marketing (21 clicks). This might be an indicator that the Greek market is more of a need for website and e-shop online promotion services in specific than digital marketing. In the future, Digio could focus its efforts and budget on ads similar to this ad set.

About the devices visitors used to access the website, mobile phones had the most impressions but computers had the most clicks on the link. This means that in the future, Digio could use specific ads for mobile phone users to raise awareness since most impressions relate to mobile phones. Those targeted ads will help Digio to achieve better results while lowering their costs at the same time. Also, the fact that computers had the most clicks, indicated that the company can use ads for computer users only to increase the conversion rate, the web-traffic and attract more clients.

Regarding the second Facebook ad Campaign about digital transformation, the ad achieved notably lower results than the first Facebook ad. That may result due to the fact that the term and title of the ad about digital transformation is not so well known in the Greek market, especially in traditional companies. According to the analytics of the website, the average time people spend reading the article was 3 minutes, which means that not all of them finish reading the article. That can be confirmed by examining the bounce rate of the page at that period, which was 50%. The only positive results that can be concluded is that the ad managed to attract one client interested in training his employees, having a e-shop and digital marketing services and learning more about digital transformation.

5 Conclusion

Digital transformation is unique for every company, which means that is nearly impossible to identify common parents on the transformation process of companies. The only common pattern that can be concluded is that companies who have a successful digital transformation have a digital business plan and they are flexible on changing their business model, operations or processes. A digital transformation can start from different department, marketing, human resources or another department, depending on the company's needs. Those needs focus on the improvement of user experience, creating value for the company or the product/service, increasing revenue or automate processes. Looking at the statistics, it is clear that the need for digital transformation will keep rising over the next years, bringing more challenges or opportunities to companies.

About the digital transformation as a service of Digio, is hard to conclude if the service will attract more clients in the future, since the results of the of the Facebook ad were not positive. Nonetheless, the ad managed to attract one client. The fact that the online presence of Digio is new, having a new website and a few followers on social media, raise some concerns about the results of the second Facebook ad. Usually companies with new websites and social media accounts spends the first six months on raising awareness about the company or product/services and then they use online techniques and tools to increase sales. It is certain that Digio can benefit more by promoting its services through Facebook and Google ads in the future, since both campaigns reached a considerable amount of people and managed to attract clients.

Finally, the matrix of services that was implemented on the website, was successful, since it managed to keep visitors on the website for more than 9 minutes. This indicates that business owner who are trying to find marketing services, they also, want to check the prices during their research. An ideal advertisement for Digio, in the future could be the promotion of matrix by using Facebook ads, describing the services and the prices of the company.

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Appendix

Table 1: Competitor Analysis on e-Shop/website & Digital Marketing Services

	Companies	Websites	eShops	Apps	SEO	Digital Mrk (+ads)	Social Media	Graphic D. & Video
1	Digital Challenge	True	True	True	True	True	False	False
2	owlTech	True	True	True	False	False	True	True
3	toastedweb	True	True	True	False	True	True	False
4	Cylicom	True	True	False	False	True	False	False
5	Cactus	True	True	False	True	False	False	False
6	Its4you	True	True	True	False	False	False	False
7	Webthess	True	True	False	False	False	False	False
8	SmartWebDesign	True	True	False	False	False	True	False
9	SevenLoft	True	True	True	True	True	True	False
10	EPROM	True	True	True	True	True	True	True
11	BNS PRO	True	True	True	True	True	True	False
12	Infocus	True	True	False	False	False	False	False
13	webik	True	True	False	True	True	False	False
14	Thesswebsite	True	True	False	True	False	True	False
15	MONDO	True	True	False	True	True	True	False
16	geodi	True	True	False	True	True	False	False
17	netart	True	True	False	True	True	True	True
18	rooftop	True	True	True	False	False	True	True
19	InYourCity	True	True	False	True	False	True	True
20	Smartmoves	True	True	True	True	True	True	True

Table 2: Competitors Analysis e-Learning Platforms development services

	Companies	Comp. Status	e-Edu	Web Conf	CRM	ERP	Gamif	Advertising Related	Apps Related
1	RFC informatics	Indirect	True	True	True	True	False	True	True
2	SQLearn	Indirect	True	False	False	False	False	False	False
3	WIDE SERVICES	Indirect	True	True	False	False	True	False	False
4	Iteach.gr	Direct	True	False	False	False	False	False	False
5	Easycotech	Direct	True	False	True	True	False	True	True

Table 3: Competitor Analysis on Hosting Services for e-Shops

	Comp. Name	Option 1 / Pricing	Option 2/ Pricing	Option 3/ Pricing	Option 4/ Pricing
1	papaki	20.83€	65.83€	190.83€	
2	Top.host	5.83€	9.83€	16.58€	19.95€
3	IpHost	2.56€	4.40€	6.80€	
4	multihosting	0	1.00€	2.95€	7.95€
5	pointer	1.90€	2.90€	5.90€	9.90€
6	dnhost	3.65€	7.75€	13.15€	
7	hostsun	0	1.90€	3.50€	7.90€
8	intechs	2.77€	5.55€	8.33€	
9	thewebpower	1.33€	3.00€	5.17€	6.37€
10	sigmaweb	1.90€	4.30€	9.40€	